

**AGENDA**  
**COUNCIL MEETING**  
**TOWNSHIP OF WELLESLEY**  
**PERSONNEL COMMITTEE**  
**DECEMBER 5, 2011 – 6:45 PM**  
**COUNCIL CHAMBERS - CROSSHILL**

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Personnel 49/11 – Establish Policy for Exit Interviews and Review Policy for Employee  
Complaints – Motion required

# Personnel Memo

**Date:** August 18, 2011  
**Prepared for:** Council of the Township of Wellesley  
**Prepared by:** Rik Louwagie, HR Committee Chairperson

**RE: Establish Policy for Exit Interviews and revise policy for Employee Complaints-Motion required**

**Background / History:**

The Township of Wellesley's Employee Manual was last revised in 2010. The Township underwent an organizational restructuring in June of 2011. As a result of this restructuring the Employee Manual needs to be reviewed to ensure that it applies to the current structure of the Township.

**Key Issues for Council Consideration:**

The review of the Employee Manual is being completed by the HR Committee of the Township. Recent staff changes have resulted in an emphasis on the areas of Employee Complaints and Exit Interviews. The HR Committee has prepared draft policies for these two items, with direction from Barcon Consulting. Policy 8 for Employee Complaints would replace Section 8 of the Employee Manual and Policy 29 for Exit Interviews would be a new addition to the manual and added after Section 28.

**Financial Implications / Impacts:**

There will be no direct financial impact to the Township from these changes.

**Staff Comments / Summary:**

The Township's HR Committee has prepared these Policies in the best interests of the Township and its employees. We believe that these policies are necessary and beneficial to the continued success and operation of the Township.

**Recommendations:**

THAT the Council of the Township of Wellesley amend the Township of Wellesley Employee Manual by replacing Section 8 with Policy Number 8 (Employee Complaints) and by adding Policy 29 (Exit Interviews).

**Attachments:**

Policy 8-Employee Complaints  
Policy 29-Exit Interviews

Willis McLaughlin  
Executive Director of Operations

<b>PERSONNEL:</b>
Township
File No: 49/11

**Township of Wellesley**

**Subject: Employee Complaints**

**Date of Last Approved Revision:**

**Policy Number 8**

**Approved by:**

**This policy applies to:** All Township Employees with the exception of Volunteer Firefighters and employees who are members of CUPE Local 1542

**Policy Statement:** It is recognized that in any organization, it is difficult to avoid occasional misunderstanding and complaints. When such incidents occur, it is the desire of the Township of Wellesley that employee concerns be dealt with and resolved as quickly as possible.

**Procedure:**

1. Prior to submitting a formal complaint the employee will discuss the matter with his or her immediate supervisor. This should occur with ten (10) days of the incident that gave rise to the concern.
2. If a mutually satisfactory understanding is not reached and the matter remains unresolved, the employee may present their complaint to the next level manager. This should occur with five (5) days of discussing the matter.
3. Upon receipt of the complaint the next level manager will confirm that Step 1 has been completed.
4. The next level manager will hold a meeting to discuss the matter with the individual and his/her supervisor.
5. The next level manager will deal with the matter and notify the employee and supervisor of his/her decision in writing within five (5) days of holding the meeting.
6. If the employee is not satisfied with the decision made by the next level manager, he/she may submit a formal complaint to the Human Resources Committee.
7. The formal complaint must be submitted in writing within five (5) days of receiving the written decision from the next level manager.
8. The Human Resources Committee will meet to review the complaint at their next scheduled meeting.
9. If the complaint is directed at a member of the Human Resources Committee that member will not be part of the committee for the review of the complaint.
10. The Executive Director of Operations will be an ad hoc member of the Human Resources Committee for the purpose of dealing with employee complaints.
11. The Human Resources Committee will notify the employee and supervisor of the Committee's decision in writing within five (5) days of meeting to review the complaint.
12. The decision of the Human Resources Committee is final.

**See Also:**

<b>PERSONNEL:</b>
Township
File No: 49/11

Willis McLaughlin  
Executive Director of Operations

**Township of Wellesley**

**Subject: Exit Interviews**

**Date of Last Approved Revision:**

**Policy Number 29**

**Approved by:**

**This policy applies to:** All Township employees including regular full time, part time and temporary employees.

**Policy Statement:** The Township of Wellesley is committed to attracting and retaining high quality employees for its workforce. In support of this policy, voluntary exit interviews will be conducted when an employee is preparing to leave employment, with the goal of identifying factors or trends that may have contributed to the decision to leave employment, and subsequently for improving the ability to respond to employee issues, and retain employees.

**Procedure:**

1. An exit interview will be conducted by the Executive Director of Operations with every full-time employee who resigns from their position.
2. For positions that fall within the reporting structure of the Executive Director of Operations, the exit interview would be conducted by the Chair of the Human Resources Committee.
3. The interview will occur prior to the employee's last day of employment.
4. Exit interviews are voluntary.
5. All part-time and temporary employees will be asked to complete an exit survey.
6. In accordance with Section 14 of the *Municipal Freedom of Information and Protection of Privacy Act*, exit interview notes and completed survey questionnaires will be considered confidential.
7. If the interviewer identifies an issue that suggests a breach of any township policy (such as Health and Safety, Harassment and Discrimination, Code of Conduct) or any law, it will be investigated immediately.
8. If the interviewer identifies an issue that could be addressed, to improve the departing employee's image of the Township of Wellesley, or dissuade him or her from leaving, this will be raised with management immediately.
9. While respecting an employee's request for confidentiality, with discretion, the Executive Director of Operations will refer significant problems or improvement suggestions brought up in exit interviews and surveys to the applicable Director for issues within the Department or the Human Resources Committee for issues of a corporate or policy nature.
10. If necessary, the Human Resources Committee will review the issues and develop strategies and initiatives to resolve problems and implement improvements.
11. If necessary, the Human Resources Committee will prepare and recommend program initiatives or policies to the Personnel Committee of Council.

**See Also:**

<b>PERSONNEL:</b>
Township
File No: <u>49/11</u>

Willis McLaughlin Executive Director of Operations
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